

City of Fort Lauderdale

SANITATION ENTERPRISE FUND FY 2013 FINANCIAL SUSTAINABILITY ANALYSIS

Revised Final Report

Date of Report: April 30, 2014

Basis of the Analysis:
FY 2013 Financial Results and
FY 2014 Budget Projected into the
Future Years of the Forecast Period

Prepared by:

BURTON & ASSOCIATES

UTILITY RATES ■ ASSESSMENTS ■ FINANCIAL PLANNING

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SECTION 1. INTRODUCTION

Burton & Associates has conducted a Financial Sustainability Analysis (Analysis) for the Sanitation Enterprise Fund (Enterprise) of the City of Fort Lauderdale (City). The following sections of this report describe in detail the assumptions, procedures, results, as well as the conclusions and recommendations of the Analysis.

1.1 BACKGROUND

One component of the municipal services that the City provides for its citizens is the collection and sanitary disposal of waste. There are multiple waste streams that the city disposes of such as yard waste, commercial, and recyclables, but by far the largest is household garbage. The city collects this waste street side and then contracts with a disposal company to responsibly eliminate it. The financial transactions relating to sanitation service are conducted within the Sanitation Enterprise Fund. Given the unique financial challenges of providing this service the city has contracted with Burton & Associates to perform a Financial Sustainability Analysis.

1.2 OBJECTIVE

The objective of this Analysis is to develop a plan of revenue increases that will ensure sufficient revenue will be generated to support the funding of all of the Enterprise Fund's requirements (including operation and maintenance expenses, and adequate reserves) over a ten-year projection period.

SECTION 2. ANALYSIS

2.1 DESCRIPTION

This section presents the financial management plan and corresponding plan of revenue increases developed during the Analysis. The first sub-section presents a description of the base data, assumptions, and policies reflected in the Analysis. The second sub-section provides the results of the Analysis, while Appendix A includes detailed schedules supporting the financial management plan identified herein.

In the Analysis, we developed alternative ten-year financial management plans and corresponding rate revenue adjustment plans through several interactive work sessions with Sanitation department staff. During these work sessions we examined the impact of various alternatives upon key financial indicators by use of graphical representations projected on a large viewing screen from our computer rate models. In this way, we developed rate revenue adjustment plans for each alternative financial management plan identified, including the recommended financial management plan presented in this report, which will allow the Enterprise Fund to fund its system requirements throughout the projection period and meet its financial performance goals and objectives.

In order to initialize our analysis, we obtained the historical and budgeted financial information regarding the operation of the Enterprise. We also counseled with City staff regarding other assumptions and policies that would affect the financial performance of the fund such as demands, additional expenses outside of the fund's budgets, required levels of operating and capital reserves, earnings on invested funds, escalation rates for operating costs, etc.

All of this information was entered into our proprietary Financial Analysis and Management System (FAMS-XL©) interactive model. The FAMS-XL© model produced a ten-year projection of the sufficiency of the current revenues to meet all of the Enterprise's current and projected financial requirements and determined the level of

revenue increases necessary in each year of the projection period to provide sufficient revenues to fund all of the Enterprise Fund's cost requirements.

FAMS-XL© utilizes all projected available and unrestricted funds in each year of the projection period to pay for capital projects. The model is set up to reflect the rules of cash application as defined and applied by the City, and produces a detailed summary of the funding sources to be used for each project in the capital improvement program.

2.2 ASSUMPTIONS

We communicated with City staff regarding the following assumptions, base data, policies, and parameters utilized in the Analysis:

Beginning Fund Balances – The FY 2012 Comprehensive Annual Financial Report and supporting data provided by City staff as of September 30, 2012, were used to establish the beginning FY 2013 balances for each of the various funds for the Utility.

Cart Usage Projections – In consultation with staff a forecast was developed of the demand for residential sanitation carts. This forecast was then utilized in the model to determine the number of carts in use over the 10 year projection period.

Solid Waste Disposal Contracts – During the commissioning of this study the City entered into contract negotiations with waste disposal contractors. These contractors dispose of the waste that the city collects and charge the Sanitation Enterprise Fund a fee per ton. The negotiations resulted in the city choosing Wheelabrator's option 3 for household waste disposal and Sun-Bergeron for yard waste disposal. The updated cost per ton of waste and cash signing bonuses were included in this analysis.

Operating Expenditures – The FY 2013 operating cost requirements are based upon the FY 2013 Budget and seven months of FY 2013 actual operating results, include all operating and maintenance expenses, transfers for capital investment, inter-fund transfers, and minor capital outlay. In FY 2014, operating expenditures were calibrated in total to the FY 2014 Adopted Budget, and then projected annually thereafter based upon assumed cost escalation factors for individual expense categories.

GERS Scenarios – Finance department staff also provided a report from GRS in relation to the outstanding pension obligations based on 4 different scenarios, which varied the assumed rate of return in addition to other variables. The financial model was built to take this in to account and allowed for the effects of any of the scenarios to be modeled & their impacts quantified.

Return on Investment charge – Based upon the City’s Adopted Budget for FY 2014, the Sanitation Enterprise fund will continue to be assessed an annual return on investment charge. Although unlike past years in which the fund incurred a direct expense from the general fund, this year the general fund will net out the ROI charge from the private hauler fees that it collects and transfers to the Enterprise Fund.

Cost Escalation – Annual cost escalation factors for the various types of operating and maintenance expenses were provided by City staff and applied in each year of the projection period beginning in FY 2015.

Minimum Operating Reserve Balances – The financial management plan presented in this report assumes that the Enterprise will maintain a minimum fund balance in its operating fund of at least two month of operations & maintenance (O&M) expenses. This level of reserve is consistent with our industry experience for similar systems.

2.3 RESULTS

It is anticipated that the Enterprise fund can forgo revenue adjustments in FY 2014 or FY 2015, as direct result of the solid waste disposal contract negotiations and a resource recovery board refund. These two one-time cash infusions into the Enterprise resulted in a temporary cash reserve well in excess of the funds stated target, thus allowing the fund to forgo rate adjustments for two years. In FY 2016 it is expected that the fund balances will return to more normal levels and rate adjustments will be needed going forward.

The recommended financial management plan and corresponding plan of revenue adjustments is based upon the revenue and expense information, beginning balances, assumptions, and plan of finance as described in this section of the report. Appendix A includes several detailed schedules presenting key aspects of the ten-year financial

management plan, while the required revenue adjustment plan for the immediate five-year planning period is presented in the table below:

Table 1. Recommended Sanitation Rate Revenue Increases

	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
Effective Date	10/1/11	10/1/12	10/1/13	10/1/14	10/1/15
Rate Increase	0.00%	0.00%	9.43%	13.88%	2.92%

2.4 CONCLUSIONS & RECOMMENDATIONS

We have reached the following conclusions and recommendations regarding the sufficiency of the Enterprise's current revenue over the projection period:

- Based upon the assumptions and base data described herein, the current revenues will satisfy the Enterprise's annual operating expenses, and operating reserve requirements through FY 2015. Thereafter the utility may require rate adjustments.
- We recommend that the City adopt the recommend rate schedule identified herein for FY 2014 through FY 2018. In addition, the City should perform updates to this analysis on an annual or bi-annual basis to evaluate the adequacy of its revenues and plan of annual rate increases. Doing so will allow for the incorporation of updated revenue and expense information and changes in economic conditions so that any necessary adjustments to planned rate increases can be made to allow the Enterprise to meet its requirements during the projection period and minimize rate impacts from future events which occur differently than currently projected.

Appendix A – Supporting Schedules

Schedule 1 contains the assumptions of the analysis

Schedule 2 contains the cost escalation factors utilized to forecast the sanitation funds expenses

Schedule 3 contains the historical sanitation cart usage

Schedule 4 contains projections of the sanitation cart usage throughout the 10 year forecast period

Schedule 5 contains the end of FY 2012 fund balances that serve as the FY 2013 beginning balances of the analysis

Schedule 6 identifies the annual capital expenditures utilized in this analysis

Schedule 7 contains a detailed list of all projected cash outflows from FY 2013-23

Schedule 8 contains a detailed list of all projected cash inflows from FY 2013-23

Schedule 9 contains the FAMS-XL© Control Panel that presents a summary of the financial management plan, including annual rate increases, total CIP spending levels, rates, and fund balances

Schedule 10 presents annual net income, debt service coverage, and cash flow results

Schedule 11 shows the funding sources utilized to pay for the capital expenditures included in the analysis

Schedule 12 presents a fund-level cash flow reconciliation, providing the beginning balance in each year, the amount utilized for project funding or payment of debt service, interest calculations, and the end of year fund balance.

Schedule 1 - Assumptions

SANITATION ENTERPRISE FUND
APPENDIX A**Assumptions**

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Annual Growth											
RESIDENTIAL COLLECTION CARTS											
Carts	39,088	39,165	39,242	39,319	39,390	39,460	39,530	39,600	39,670	39,740	39,810
Growth	N/A	77	77	77	71	70	70	70	70	70	70
Percent Increase	N/A	0.20%	0.20%	0.20%	0.18%	0.18%	0.18%	0.18%	0.18%	0.18%	0.18%
Capital Spending:											
Annual Capital Budget (Future Year Dollars)	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual Percent Executed	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Average Annual Interest Earnings Rate:											
On Fund Balances:	0.25%	0.50%	0.75%	1.00%	1.50%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Budget Reserve:											
Target (Number of Months of Reserve)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Operating Budget Execution Percentage:											
Personal Services	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Operations and Maintenance	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%

Cost Escalation Factors

Operating Expense Category		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<u>PERSONAL SERVICES</u>										
PERMANENT SALARIES BY CATEGORY										
Management		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Teamster		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Professional		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Supervisory		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
ASSIGNMENT PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CELLPHONE ALLOWANCE		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
COMP ABSENCES	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
EXPENSE ALLOWANCES		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
HEALTH INSURANCE		8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
LONGEVITY ACCR	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LONGEVITY PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
MILEAGE REIMBURSE		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
OTHER TERM PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OVERTIME 1.5X PAY		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
OVERTIME 1X PAY		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
P&F INCENTIVE PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PAYROLL ACCRUAL		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PENSION - DEF CONT	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PENSION - GENERAL EMP		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
PHYSICAL EXAMS-MGMT		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
POST EMPLOYMENT HEALTH OBLIGATION		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
SHIFT DIFFERENTIAL	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SICK CONV TO CASH	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SICK TERMINATION PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SOC SEC/MEDICARE	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UNEMPLOYMENT COMP		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
UPGRADE PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

BURTON & ASSOCIATES**City of Fort Lauderdale**

Cost Escalation Factors

		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<u>Personal Expenses</u>											
PERMANENT SALARIES BY CATEGORY											
Management		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Teamster		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Supervisory		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Professional		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
HEALTH INSURANCE		8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%	8.00%
PENSION - DEF CONT	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
PENSION - GENERAL EMP		5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
PENSION - OTHER		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
SOC SEC/MEDICARE	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SUPPLEMENTAL FICA	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
WELLNESS INCENTIVES		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
WORKERS' COMP		150.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
ASSIGNMENT PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
CELLPHONE ALLOWANCE		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
EXPENSE ALLOWANCES		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
LONGEVITY PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OTHER TERM PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
OVERTIME 1X PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SICK CONV TO CASH	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
UPGRADE PAY	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
VAC MGMT CONV	(1)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
RETIREE HEALTH BENE		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

Schedule 2 – Cost Escalation Factors

Cost Escalation Factors

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<u>Operational Expense</u>										
AUTO LIABILITY	250.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
EMP PROCEEDINGS	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
FIDELITY BONDS	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
INDIRECT ADMIN SERV	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OVERHEAD-FLEET	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
SERVCHG-FLEET O&M	(2) -5.87%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
SERVCHG-FLEET REPLACEMENT	(2) 0.00%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
SERVCHG-INFO SYS	(2) -5.87%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
SERVCHG-NON FLEET	(2) -5.87%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
SERVCHG-POLICE	(2) -5.87%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
SERVCHG-PRINT SHOP	(2) -5.87%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
SERVCHG-PUB WORKS	(2) -5.87%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
BLDG REP & MAINT	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
COMPONENTS/PARTS	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
COSTS/FEES/PERMITS	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CUSTODIAL SERVICES	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
DIESEL FUEL	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
DISPOSAL (TIP) FEES	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
ELECTRICITY	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
EQUIP REP & MAINT	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
GASOLINE	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
JANITORIAL SUPPLIES	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
LAWN & TREE SERVICE	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OFFICE EQUIP < \$5000	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OFFICE EQUIP RENT	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OFFICE SUPPLIES	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OTHER SERVICES	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OTHER SUPPLIES	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
PRINTING SERV - EXT	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
SAFETY SHOES	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
SAFETY/TRAIN MAT	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
SANITATION CARTS	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
SOLID WASTE DISP	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Cost Escalation Factors

		FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<u>Operational Expense</u>											
TELEPHONE/CABLE TV		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
TOOLS/EQUIP < \$5000		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
UNIFORMS		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
WATER/SEW/STORM		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
POST EMPLOYMENT HEALTH OBLIGATION		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CAR ALLOWANCES		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PART TIME SALARIES		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CONFERENCES		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
MEMBERSHIPS/DUES		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OTHER CONTRIBUTIONS		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OVERHEAD-INTRADEPT		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
PROP/FIRE INSURANCE		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
ROI ADMIN CHG	(3)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
SERVCHG-ENGINEER	(2)	-5.87%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
SERVCHG-TREASURY	(2)	-5.87%	5.46%	2.73%	2.75%	2.78%	2.81%	2.84%	2.87%	2.90%	2.93%
ACCT & AUDITING		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
AD/MARKETING		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CLERICAL SERVICES		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
COMPUTER MAINT		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OTHER CHEMICALS		4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
OTHER EQUIP RENT		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
OTHER PROF SERV		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
PERIODICALS & MAG		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
POSTAGE		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
PRIZES & AWARDS		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
WRITEOFF A/R & OTHER		1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
CONSTRUCTION		2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

Note: (1) Certain personal expenses are calculated as percentage of salaries, rather than escalated

(2) This escalation is based on the annual average escalation of operations and maintenance expenses

(3) ROI is only an expense in 2013, from 2014 on it is handled through a transfer-in from the general fund which are the private collection fees net of ROI, per staff direction

Sanitation Cart History

Fiscal Year Ending:	<u>FY 2011</u>	<u>FY 2012</u>
Number of Carts	38,963	39,018
Growth		55
% Change		0.14%

Sanitation Carts Forecast

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Carts	39,088	39,165	39,242	39,319	39,390	39,460	39,530	39,600	39,670	39,740	39,810
Change in Carts	70	77	77	77	71	70	70	70	70	70	70
Growth in Carts	0.18%	0.20%	0.20%	0.20%	0.18%	0.18%	0.18%	0.18%	0.18%	0.18%	0.18%

FY 2012 Beginning Balances*Source: FY 2012 CAFR for Fiscal Year Ending September 30, 2012*

	Revenue Fund	Restricted Reserves
CURRENT UNRESTRICTED ASSETS		
Cash and Cash Equivalents	\$ 4,036,049	\$ 1,009,227
Accounts Receivable (net of allowance for uncollectible)	\$ 1,520,438	\$ -
Due from other Governments	\$ 162,873	\$ -
TOTAL CURRENT ASSETS	\$ 5,719,360	\$ 1,009,227
Less: Accounts Payable	(825,058)	-
Less: Accrued Liabilities	(103,384)	-
Less: Deposits Payable from Restricted Assets	-	(1,009,227)
CALCULATED FUND BALANCE (ASSETS - LIABILITIES)	\$ 4,790,918	\$ -
Plus/(Less): Outstanding Encumbrances for Appropriated CIP	(75,167)	-
NET UNRESTRICTED FUND BALANCE	\$ 4,715,751	\$ -
Fund Summary		
Restricted Reserves	\$ -	
Revenue Fund (409)	\$ 4,715,751	
Total Consolidated Fund Balance		

Schedule 6 – Capital Improvement Program

SANITATION ENTERPRISE FUND
APPENDIX A**Capital Improvement Program**

Project Description	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
WINGATE LANDFILL CLOSURE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WINGATE LANDFILL RI/FS CONSULTANT	-	-	-	-	-	-	-	-	-	-	-
LINCOLN PARK REMEDIATION	1,493	-	-	-	-	-	-	-	-	-	-
LINCOLN PARK EXPANSION	-	-	-	-	-	-	-	-	-	-	-
UTILITY BILLING SYSTEM REPLACEMENT	-	-	-	-	-	-	-	-	-	-	-
Total CIP Budget (in current dollars)	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cumulative Projected Cost Escalation	0.0%	0.0%	3.0%	6.1%	9.3%	12.6%	15.9%	19.4%	23.0%	26.7%	30.5%
Resulting CIP Funding Level	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual CIP Execution Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Final CIP Funding Level	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SANITATION ENTERPRISE FUND

APPENDIX A

Schedule 7 – Cash Out

Projection of Cash Outflows

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1 COMMUNITY AND ECONOMIC DEVELOPMENT											
Capital Outlay											
2 CONSTRUCTION	\$ (22,696)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3 SUBTOTAL	\$ (22,696)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4 PARKS AND RECREATION											
PERSONAL SERVICES											
6 HEALTH INSURANCE	\$ 489,843	\$ 545,500	\$ 589,140	\$ 636,271	\$ 687,173	\$ 742,147	\$ 801,518	\$ 865,640	\$ 934,891	\$ 1,009,682	\$ 1,090,457
7 PENSION - DEF CONT	39,634	55,856	56,647	57,449	58,262	59,087	59,924	60,772	61,632	62,505	63,390
8 PENSION - GENERAL EMP	454,969	703,398	738,568	775,496	814,271	854,985	897,734	942,621	989,752	1,039,239	1,091,201
9 PENSION - OTHER	53,916	-	-	-	-	-	-	-	-	-	-
10 SOC SEC/MEDICARE	224,789	278,562	300,708	324,854	350,939	379,119	409,562	442,449	477,977	516,357	557,820
11 SUPPLEMENTAL FICA	11,093	16,205	16,269	16,334	16,398	16,463	16,529	16,594	16,660	16,726	16,792
12 WELLNESS INCENTIVES	2,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
13 WORKERS' COMP	123,577	228,320	234,028	239,879	245,876	252,023	258,323	264,781	271,401	278,186	285,140
14 ASSIGNMENT PAY	1,812	3,005	3,007	3,009	3,011	3,013	3,015	3,017	3,019	3,021	3,023
15 CELLPHONE ALLOWANCE	3,480	5,760	5,760	5,760	5,760	5,760	5,760	5,760	5,760	5,760	5,760
16 EXPENSE ALLOWANCES	6,240	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
17 LONGEVITY PAY	60,498	77,674	79,353	81,067	82,819	84,609	86,438	88,306	90,214	92,164	94,155
18 OTHER TERM PAY	31,000	-	-	-	-	-	-	-	-	-	-
19 OVERTIME 1.5X PAY	144,000	210,843	221,689	233,092	245,082	257,689	270,944	284,881	299,535	314,943	331,144
20 OVERTIME 1X PAY	1,000	1,000	1,000	1,001	1,001	1,001	1,002	1,002	1,003	1,003	1,003
21 PERMANENT SALARIES	2,799,423	3,550,693	3,639,460	3,730,447	3,823,708	3,919,301	4,017,283	4,117,715	4,220,658	4,326,175	4,434,329
22 SICK CONV TO CASH	6,994	6,994	7,011	7,029	7,047	7,064	7,082	7,099	7,117	7,135	7,153
23 UPGRADE PAY	200	200	200	200	200	200	200	200	200	200	200
24 VAC MGMT CONV	2,780	3,875	3,879	3,883	3,887	3,891	3,894	3,898	3,902	3,906	3,910
25 SUBTOTAL	\$ 4,457,248	\$ 5,697,379	\$ 5,906,419	\$ 6,125,470	\$ 6,355,134	\$ 6,596,051	\$ 6,848,907	\$ 7,114,436	\$ 7,393,421	\$ 7,686,702	\$ 7,995,178
26 Personal Services Execution Percentage	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
27 SUBTOTAL AT EXECUTION PERCENTAGE	\$ 4,234,386	\$ 5,412,510	\$ 5,611,098	\$ 5,819,197	\$ 6,037,377	\$ 6,266,249	\$ 6,506,462	\$ 6,758,714	\$ 7,023,750	\$ 7,302,367	\$ 7,595,419
28 OPERATIONS											
29 HORTICULTURAL SUP	\$ -	\$ 23,320	\$ 23,320	\$ 23,320	\$ 23,320	\$ 23,320	\$ 23,320	\$ 23,320	\$ 23,320	\$ 23,320	\$ 23,320
30 AUTO LIABILITY	47,952	108,294	109,377	110,471	111,575	112,691	113,818	114,956	116,106	117,267	118,440
31 EMP PROCEEDINGS	5,820	9,234	9,326	9,420	9,514	9,609	9,705	9,802	9,900	9,999	10,099
32 FIDELITY BONDS	0	-	-	-	-	-	-	-	-	-	-
33 GENERAL LIABILITY	-	36,095	36,817	37,553	38,304	39,070	39,852	40,649	41,462	42,291	43,137
34 PROP/FIRE INSURANCE	-	3,448	3,482	3,517	3,552	3,588	3,624	3,660	3,697	3,734	3,771
35 INDIRECT ADMIN SERV	445,366	572,937	578,666	584,453	590,298	596,201	602,163	608,184	614,266	620,409	626,613
36 OVERHEAD-FLEET	488,503	184,530	186,375	188,239	190,121	192,023	193,943	195,882	197,841	199,820	201,818
37 RETIREE HEALTH BENE	13,600	18,000	18,180	18,362	18,545	18,731	18,918	19,107	19,298	19,491	19,686
38 SERVCHG-FLEET O&M	309,900	715,860	754,994	775,614	796,990	819,175	842,207	866,112	890,948	916,760	943,597
39 SERVCHG-FLEET REPLACEMENT	527,460	-	-	-	-	-	-	-	-	-	-
40 SERVCHG-INFO SYS	294,031	175,696	185,301	190,362	195,608	201,053	206,706	212,573	218,668	225,004	231,590
41 SERVCHG-NON FLEET	12,500	12,500	13,183	13,543	13,917	14,304	14,706	15,124	15,557	16,008	16,477
42 SERVCHG-POLICE	125,124	125,124	131,964	135,568	139,305	143,182	147,208	151,386	155,727	160,239	164,930
43 SERVCHG-PRINT SHOP	1,000	1,000	1,055	1,083	1,113	1,144	1,176	1,210	1,245	1,281	1,318
44 SERVCHG-PUB WORKS	8,000	8,000	8,437	8,668	8,907	9,155	9,412	9,679	9,957	10,245	10,545
45 BLDG REP & MAINT	2,000	2,000	2,020	2,040	2,061	2,081	2,102	2,123	2,144	2,166	2,187
46 COMPONENTS/PARTS	16,000	16,000	16,160	16,322	16,485	16,650	16,816	16,984	17,154	17,326	17,499
47 COSTS/FEES/PERMITS	100	100	101	102	103	104	105	106	107	108	109
48 CUSTODIAL SERVICES	70,577	70,577	71,283	71,996	72,716	73,443	74,177	74,919	75,668	76,425	77,189

SANITATION ENTERPRISE FUND

APPENDIX A

Schedule 7 – Cash Out

Projection of Cash Outflows

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
49 DIESEL FUEL	254,660	364,158	378,724	393,873	409,628	426,013	443,054	460,776	479,207	498,375	518,310
50 DISPOSAL (TIP) FEES	760,368	660,368	666,972	673,641	680,378	687,182	694,053	700,994	708,004	715,084	722,235
51 ELECTRICITY	9,750	19,750	20,540	21,361	22,216	23,105	24,029	24,990	25,989	27,029	28,110
52 EQUIP REP & MAINT	15,500	15,500	15,655	15,812	15,970	16,129	16,291	16,454	16,618	16,784	16,952
53 GASOLINE	29,938	51,563	53,626	55,771	58,001	60,321	62,734	65,244	67,853	70,568	73,390
54 JANITORIAL SUPPLIES	500	500	505	510	515	520	526	531	536	541	547
55 LAWN & TREE SERVICE	87,326	21,425	21,639	21,856	22,074	22,295	22,518	22,743	22,970	23,200	23,432
56 OFFICE EQUIP < \$5000	500	-	-	-	-	-	-	-	-	-	-
57 OFFICE EQUIP RENT	3,200	3,200	3,232	3,264	3,297	3,330	3,363	3,397	3,431	3,465	3,500
58 HEAVY EQUIP RENT	-	3,000	3,060	3,121	3,184	3,247	3,312	3,378	3,446	3,515	3,585
59 OFFICE SUPPLIES	2,000	2,000	2,020	2,040	2,061	2,081	2,102	2,123	2,144	2,166	2,187
60 OTHER SERVICES	500	100,505	101,505	102,520	103,545	104,581	105,627	106,683	107,750	108,827	109,915
61 OTHER SUPPLIES	9,736	74,736	75,483	76,238	77,001	77,771	78,548	79,334	80,127	80,928	81,738
62 PRINTING SERV - EXT	2,500	2,500	2,525	2,550	2,576	2,602	2,628	2,654	2,680	2,707	2,734
63 SAFETY SHOES	10,100	10,100	10,201	10,303	10,406	10,510	10,615	10,721	10,829	10,937	11,046
64 SAFETY/TRAIN MAT	1,000	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
65 SANITATION CARTS	29,600	29,600	29,896	30,195	30,497	30,802	31,110	31,421	31,735	32,053	32,373
66 SOLID WASTE DISP	323,500	270,000	278,100	286,443	295,036	303,887	313,004	322,394	332,066	342,028	352,289
67 TELEPHONE/CABLE TV	1,920	21,941	22,160	22,382	22,606	22,832	23,060	23,291	23,524	23,759	23,997
68 TOOLS/EQUIP < \$5000	5,000	4,000	4,040	4,080	4,121	4,162	4,204	4,246	4,289	4,331	4,375
69 UNIFORMS	11,660	11,660	11,777	11,894	12,013	12,133	12,255	12,377	12,501	12,626	12,752
70 WATER/SEW/STORM	54,178	248,953	251,443	253,957	256,497	259,061	261,652	264,269	266,911	269,580	272,276
71 SUBTOTAL	\$ 3,981,370	\$ 3,999,169	\$ 4,104,154	\$ 4,183,465	\$ 4,265,085	\$ 4,349,130	\$ 4,435,694	\$ 4,524,858	\$ 4,616,749	\$ 4,711,478	\$ 4,809,163
72 Operations Execution Percentage	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
73 SUBTOTAL AT EXECUTION PERCENTAGE	\$ 3,782,301	\$ 3,799,210	\$ 3,898,947	\$ 3,974,292	\$ 4,051,831	\$ 4,131,673	\$ 4,213,909	\$ 4,298,615	\$ 4,385,912	\$ 4,475,904	\$ 4,568,705
74 CAPITAL OUTLAY											
75 FLEET REPLACMENT	\$ -	\$ 862,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
76 OTHER EQUIPMENT	-	49,015	49,995	50,995	52,015	53,055	54,117	55,199	56,303	57,429	58,577
77 SUBTOTAL	\$ -	\$ 911,015	\$ 49,995	\$ 50,995	\$ 52,015	\$ 53,055	\$ 54,117	\$ 55,199	\$ 56,303	\$ 57,429	\$ 58,577
78 SUBTOTAL- PARKS AND RECREATION	\$ 8,016,687	\$ 10,122,736	\$ 9,560,040	\$ 9,844,484	\$ 10,141,224	\$ 10,450,977	\$ 10,774,488	\$ 11,112,528	\$ 11,465,964	\$ 11,835,700	\$ 12,222,701
79 PUBLIC WORKS											
80 PERSONAL SERVICES											
81 HEALTH INSURANCE	\$ 66,181	\$ 67,500	\$ 72,900	\$ 78,732	\$ 85,031	\$ 91,833	\$ 99,180	\$ 107,114	\$ 115,683	\$ 124,938	\$ 134,933
82 PENSION - DEF CONT	10,485	10,723	10,957	11,196	11,440	11,690	11,945	12,206	12,472	12,745	13,023
83 PENSION - GENERAL EMP	86,434	132,657	139,290	146,254	153,567	161,245	169,308	177,773	186,662	195,995	205,795
84 POST EMPLOYMENT HEALTH OBLIGATION	3,708	3,708	3,745	3,783	3,820	3,859	3,897	3,936	3,975	4,015	4,055
85 SOC SEC/MEDICARE	38,460	48,257	52,120	56,293	60,799	65,666	70,923	76,601	82,733	89,356	96,509
86 SUPPLEMENTAL FICA	269	269	269	269	269	270	270	270	270	270	270
87 WELLNESS INCENTIVES	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
88 WORKERS' COMP	-	33,976	34,825	35,696	36,588	37,503	38,441	39,402	40,387	41,396	42,431
89 CAR ALLOWANCES	3,000	7,680	7,680	7,680	7,680	7,680	7,680	7,680	7,680	7,680	7,680
90 CELLPHONE ALLOWANCE	2,880	2,880	2,880	2,880	2,880	2,880	2,880	2,880	2,880	2,880	2,880
91 EXPENSE ALLOWANCES	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920	1,920
92 LONGEVITY PAY	21,690	39,534	41,319	43,184	45,134	47,172	49,301	51,527	53,853	56,285	58,826
93 OVERTIME 1.5X PAY	3,500	3,500	3,525	3,551	3,577	3,603	3,629	3,656	3,682	3,709	3,736
94 PART TIME SALARIES	613	613	628	644	660	677	694	711	729	747	766
95 PERMANENT SALARIES	480,430	622,034	637,585	653,524	669,863	686,609	703,774	721,369	739,403	757,888	776,835
96 SICK CONV TO CASH	4,485	2,054	2,073	2,093	2,112	2,132	2,152	2,172	2,192	2,213	2,233

BURTON & ASSOCIATES

Utility Rates • Assessments • Financial Planning

City of Fort Lauderdale

Final Report

SANITATION ENTERPRISE FUND

APPENDIX A

Schedule 7 – Cash Out

Projection of Cash Outflows

		FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
97	UPGRADE PAY	300	300	300	300	301	301	301	301	301	302	302
98	VAC MGMT CONV	2,000	-	-	-	-	-	-	-	-	-	-
99	SUBTOTAL	\$ 726,855	\$ 978,605	\$ 1,013,018	\$ 1,049,000	\$ 1,086,642	\$ 1,126,039	\$ 1,167,295	\$ 1,210,517	\$ 1,255,823	\$ 1,303,338	\$ 1,353,194
100	Personal Services Execution Percentage	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
101	SUBTOTAL AT EXECUTION PERCENTAGE	\$ 690,513	\$ 929,675	\$ 962,367	\$ 996,550	\$ 1,032,310	\$ 1,069,737	\$ 1,108,930	\$ 1,149,991	\$ 1,193,032	\$ 1,238,171	\$ 1,285,535
102	OPERATIONS											
103	AUTO LIABILITY	\$ 2,121	\$ 4,785	\$ 4,833	\$ 4,881	\$ 4,930	\$ 4,979	\$ 5,029	\$ 5,079	\$ 5,130	\$ 5,181	\$ 5,233
104	CONFERENCES	5,300	5,300	5,353	5,407	5,461	5,515	5,570	5,626	5,682	5,739	5,797
105	FIDELITY BONDS	374	596	602	608	614	620	626	633	639	645	652
106	INDIRECT ADMIN SERV	581,891	178,105	179,886	181,685	183,502	185,337	187,190	189,062	190,953	192,862	194,791
107	MEMBERSHIPS/DUES	580	580	586	592	598	604	610	616	622	628	634
108	OTHER CONTRIBUTIONS	20,190	20,190	20,392	20,596	20,802	21,010	21,220	21,432	21,646	21,863	22,082
109	OVERHEAD-FLEET	10,293	4,512	4,557	4,603	4,649	4,695	4,742	4,790	4,837	4,886	4,935
110	OVERHEAD-INTRADEPT	39,564	39,564	39,960	40,359	40,763	41,170	41,582	41,998	42,418	42,842	43,271
111	PROP/FIRE INSURANCE	-	3,448	3,482	3,517	3,552	3,588	3,624	3,660	3,697	3,734	3,771
112	EMP PROCEEDINGS	-	1,211	1,223	1,235	1,248	1,260	1,273	1,286	1,298	1,311	1,324
113	GENERAL LIABILITY	-	4,734	4,829	4,925	5,024	5,124	5,227	5,331	5,438	5,547	5,658
114	PUB OFFICIALS LIAB	6,179	455	464	473	483	493	502	512	523	533	544
115	RETIREE HEALTH BENE	18,309	17,200	17,372	17,546	17,721	17,898	18,077	18,258	18,441	18,625	18,811
116	SERVCHG-ENGINEER	4,285	-	-	-	-	-	-	-	-	-	-
117	SERVCHG-FLEET O&M	7,620	17,520	18,478	18,982	19,506	20,049	20,612	21,197	21,805	22,437	23,094
118	SERVCHG-FLEET REPLACEMENT	34,560	-	-	-	-	-	-	-	-	-	-
119	SERVCHG-INFO SYS	384,164	31,962	33,709	34,630	35,584	36,575	37,603	38,671	39,779	40,932	42,130
120	SERVCHG-NON FLEET	750	-	-	-	-	-	-	-	-	-	-
121	SERVCHG-POLICE	1,200	1,200	1,266	1,300	1,336	1,373	1,412	1,452	1,494	1,537	1,582
122	SERVCHG-PRINT SHOP	1,872	1,872	1,974	2,028	2,084	2,142	2,202	2,265	2,330	2,397	2,468
123	SERVCHG-TREASURY	287,158	287,158	302,856	311,127	319,702	328,602	337,840	347,430	357,392	367,746	378,512
124	ACCT & AUDITING	12,938	7,542	7,542	7,542	7,542	7,542	7,542	7,542	7,542	7,542	7,542
125	AD/MARKETING	13,500	13,500	13,635	13,771	13,909	14,048	14,189	14,331	14,474	14,619	14,765
126	CLERICAL SERVICES	460	-	-	-	-	-	-	-	-	-	-
127	COMPONENTS/PARTS	1,000	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
128	COMPUTER MAINT	21,505	-	-	-	-	-	-	-	-	-	-
129	CUSTODIAL SERVICES	13,749	-	-	-	-	-	-	-	-	-	-
130	DIESEL FUEL	12,954	14,872	15,467	16,086	16,729	17,398	18,094	18,818	19,571	20,353	21,167
131	DISPOSAL (TIP) FEES	3,568,989	2,221,965	2,736,600	2,777,047	2,817,904	2,859,541	2,901,919	2,944,667	2,988,088	3,032,147	3,076,808
132	ELECTRICITY	2,500	-	-	-	-	-	-	-	-	-	-
133	EQUIP REP & MAINT	550	400	404	408	412	416	420	425	429	433	437
134	GASOLINE	7,548	5,970	6,209	6,457	6,715	6,984	7,263	7,554	7,856	8,170	8,497
135	LAWN & TREE SERVICE	12,858	-	-	-	-	-	-	-	-	-	-
136	OFFICE EQUIP < \$5000	500	500	505	510	515	520	526	531	536	541	547
137	OFFICE EQUIP RENT	6,853	-	-	-	-	-	-	-	-	-	-
138	OFFICE SUPPLIES	4,035	2,668	2,695	2,722	2,749	2,776	2,804	2,832	2,860	2,889	2,918
139	OTHER CHEMICALS	250	250	260	270	281	292	304	316	329	342	356
140	OTHER EQUIP RENT	100	100	101	102	103	104	105	106	107	108	109
141	OTHER PROF SERV	139,609	100,000	101,000	102,010	103,030	104,060	105,101	106,152	107,214	108,286	109,369
142	OTHER SERVICES	2,684	1,500	1,515	1,530	1,545	1,561	1,577	1,592	1,608	1,624	1,641
143	OTHER SUPPLIES	6,000	4,500	4,545	4,590	4,636	4,683	4,730	4,777	4,825	4,873	4,922
144	PERIODICALS & MAG	745	745	752	760	768	775	783	791	799	807	815
145	POSTAGE	4,500	4,500	4,545	4,590	4,636	4,683	4,730	4,777	4,825	4,873	4,922
146	PRINTING SERV - EXT	1,000	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094

SANITATION ENTERPRISE FUND
APPENDIX A

Schedule 7 – Cash Out

Projection of Cash Outflows

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
147 PRIZES & AWARDS	30,000	30,000	30,300	30,603	30,909	31,218	31,530	31,846	32,164	32,486	32,811
148 SAFETY SHOES	1,200	1,200	1,212	1,224	1,236	1,249	1,261	1,274	1,287	1,299	1,312
149 SANITATION CARTS	250,330	250,330	252,833	255,362	257,915	260,494	263,099	265,730	268,388	271,072	273,782
150 SOLID WASTE DISP	5,480,486	5,012,828	5,163,213	5,318,109	5,477,653	5,641,982	5,811,242	5,985,579	6,165,146	6,350,101	6,540,604
151 TELEPHONE/CABLE TV	996	480	485	490	495	500	505	510	515	520	525
152 TOOLS/EQUIP < \$5000	400	400	404	408	412	416	420	425	429	433	437
153 UNIFORMS	1,335	1,335	1,348	1,362	1,375	1,389	1,403	1,417	1,431	1,446	1,460
154 WATER/SEW/STORM	2,500	-	-	-	-	-	-	-	-	-	-
155 INTEREST ON DEPOSITS	25,000	-	-	-	-	-	-	-	-	-	-
156 WRITEOFF A/R & OTHER	30,000	34,400	35,088	35,790	36,506	37,236	37,980	38,740	39,515	40,305	41,111
157 SUBTOTAL	\$ 11,063,485	\$ 8,332,377	\$ 9,024,500	\$ 9,238,279	\$ 9,457,595	\$ 9,682,984	\$ 9,914,572	\$ 10,152,150	\$ 10,396,204	\$ 10,646,880	\$ 10,904,331
158 Operations Execution Percentage	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
159 SUBTOTAL AT EXECUTION PERCENTAGE	\$ 10,510,310	\$ 7,915,758	\$ 8,573,275	\$ 8,776,365	\$ 8,984,715	\$ 9,198,835	\$ 9,418,844	\$ 9,644,542	\$ 9,876,394	\$ 10,114,536	\$ 10,359,114
160 CAPITAL OUTLAY											
157 OTHER EQUIPMENT	0	5,414	5,522	5,633	5,745	5,860	5,977	6,097	6,219	6,343	6,470
161 SUBTOTAL	\$ -	\$ 5,414	\$ 5,522	\$ 5,633	\$ 5,745	\$ 5,860	\$ 5,977	\$ 6,097	\$ 6,219	\$ 6,343	\$ 6,470
162 SUBTOTAL- PUBLIC WORKS	\$ 11,200,823	\$ 8,850,847	\$ 9,541,164	\$ 9,778,548	\$ 10,022,770	\$ 10,274,433	\$ 10,533,751	\$ 10,800,631	\$ 11,075,645	\$ 11,359,051	\$ 11,651,119
166 FUND TRANSFERS											
167 OTHER SERVICES	\$ -	\$ 33,217	\$ 33,549	\$ 33,885	\$ 34,224	\$ 34,566	\$ 34,911	\$ 35,261	\$ 35,613	\$ 35,969	\$ 36,329
168 SUBTOTAL	\$ -	\$ 33,217	\$ 33,549	\$ 33,885	\$ 34,224	\$ 34,566	\$ 34,911	\$ 35,261	\$ 35,613	\$ 35,969	\$ 36,329
169 Operations Execution Percentage	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
170 SUBTOTAL- FUND TRANSFERS	\$ -	\$ 31,556	\$ 31,872	\$ 32,190	\$ 32,512	\$ 32,837	\$ 33,166	\$ 33,497	\$ 33,832	\$ 34,171	\$ 34,512
171 TRANSFERS											
172 TR TO CIP SUBFUND	1,493	-	-	-	-	-	-	-	-	-	-
173 TR TO SPECIAL OBLIGATION BONDS	467,896	419,095	419,078	419,060	419,080	419,034	421,030	427,285	448,124	448,156	448,287
174 SUBTOTAL- TRANSFERS	\$ 469,389	\$ 419,095	\$ 419,078	\$ 419,060	\$ 419,080	\$ 419,034	\$ 421,030	\$ 427,285	\$ 448,124	\$ 448,156	\$ 448,287
175 OTHER NON-OPERATING EXPENSES											
176 ROI ADMIN CHG	\$ 221,779	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
177 SUBTOTAL- OTHER NON-OPERATING EXPENSES	\$ 221,779	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SANITATION ENTERPRISE FUND
APPENDIX A

Schedule 7 – Cash Out

Projection of Cash Outflows

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
178 Totals by Category											
179 Personnel Services	\$ 5,184,103	\$ 6,675,984	\$ 6,919,436	\$ 7,174,470	\$ 7,441,776	\$ 7,722,090	\$ 8,016,202	\$ 8,324,953	\$ 8,649,244	\$ 8,990,040	\$ 9,348,372
180 Operating	\$ 15,044,854	\$ 12,364,763	\$ 13,162,204	\$ 13,455,629	\$ 13,756,904	\$ 14,066,680	\$ 14,385,177	\$ 14,712,269	\$ 15,048,566	\$ 15,394,328	\$ 15,749,823
181 Capital Outlay	\$ (22,696)	\$ 916,429	\$ 55,518	\$ 56,628	\$ 57,760	\$ 58,916	\$ 60,094	\$ 61,296	\$ 62,522	\$ 63,772	\$ 65,048
182 Transfers	\$ 469,389	\$ 419,095	\$ 419,078	\$ 419,060	\$ 419,080	\$ 419,034	\$ 421,030	\$ 427,285	\$ 448,124	\$ 448,156	\$ 448,287
183 Other Non-Operating Expenses	\$ 221,779	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
184 Execution by Category											
185 Personnel Services	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
186 Operating	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
187 Capital Outlay	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
188 Transfers	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
189 Other Non-Operating Expenses	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
190 Totals by Category											
191 Personnel Services	\$ 4,924,898	\$ 6,342,185	\$ 6,573,465	\$ 6,815,747	\$ 7,069,687	\$ 7,335,986	\$ 7,615,392	\$ 7,908,705	\$ 8,216,782	\$ 8,540,538	\$ 8,880,953
192 Operating	\$ 14,292,612	\$ 11,746,525	\$ 12,504,094	\$ 12,782,848	\$ 13,069,059	\$ 13,363,346	\$ 13,665,919	\$ 13,976,655	\$ 14,296,138	\$ 14,624,611	\$ 14,962,332
193 Capital Outlay	\$ (22,696)	\$ 916,429	\$ 55,518	\$ 56,628	\$ 57,760	\$ 58,916	\$ 60,094	\$ 61,296	\$ 62,522	\$ 63,772	\$ 65,048
194 Transfers	\$ 469,389	\$ 419,095	\$ 419,078	\$ 419,060	\$ 419,080	\$ 419,034	\$ 421,030	\$ 427,285	\$ 448,124	\$ 448,156	\$ 448,287
195 Other Non-Operating Expenses	\$ 221,779	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
196											
197 TOTAL CASH OUTFLOWS	\$ 19,885,982	\$ 19,424,234	\$ 19,552,153	\$ 20,074,282	\$ 20,615,586	\$ 21,177,281	\$ 21,762,435	\$ 22,373,941	\$ 23,023,566	\$ 23,677,078	\$ 24,356,620

(1) ROI is only an expense in 2013, from 2014 on it is handled though a transfer in from the general fund which are the private collection fees net of ROI , per staff direction

SANITATION ENTERPRISE FUND
APPENDIX A

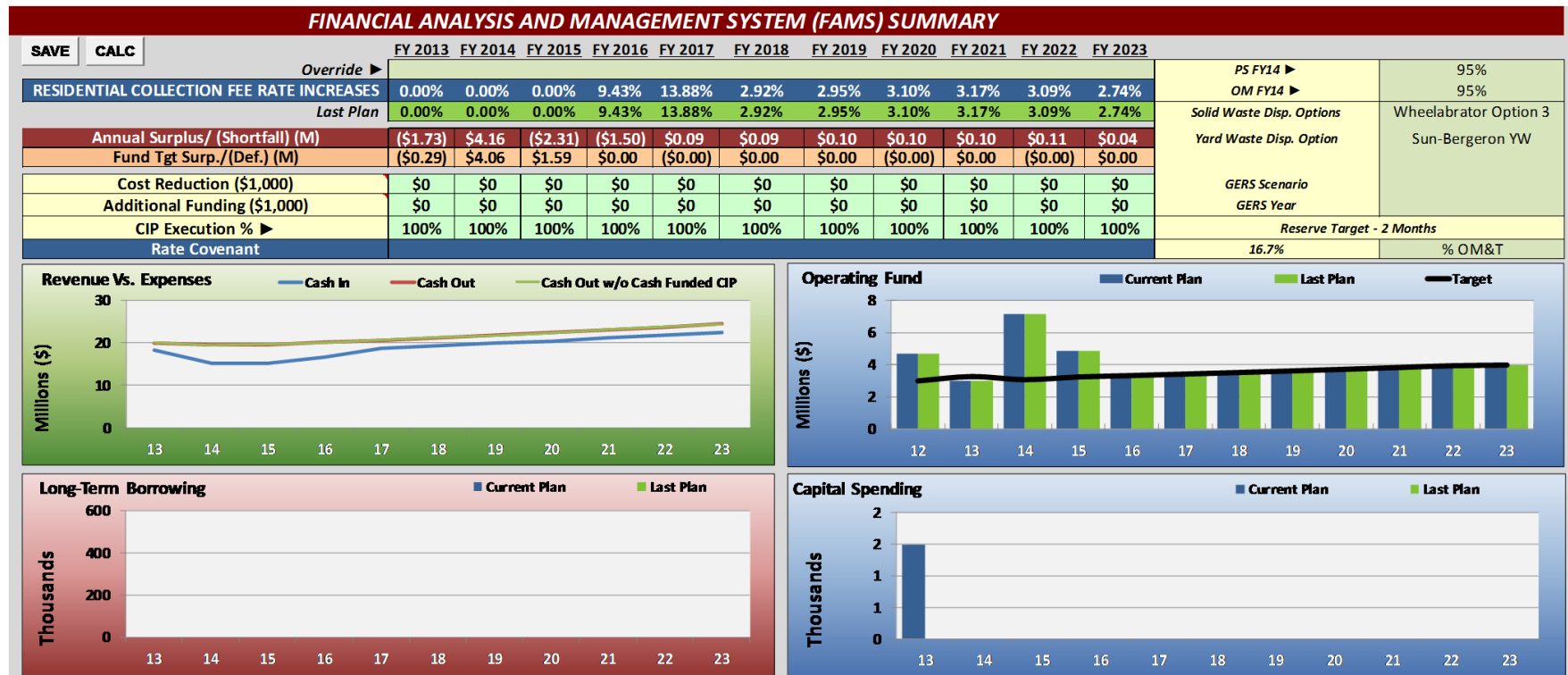
Schedule 8 – Cash In

Projection of Cash Inflows

Schedule 8

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1 REVENUE ASSUMPTIONS											
2 RESIDENTIAL COLLECTION CARTS	39,088	39,165	39,242	39,319	39,390	39,460	39,530	39,600	39,670	39,740	39,810
3 GROWTH IN CARTS	0	77	77	77	71	70	70	70	70	70	70
4 ASSUMED RATE INCREASES											
5 ASSUMED COLLECETION RATE INCRESSES	N/A	0.00%	0.00%	0.00%	8.85%	14.49%	2.92%	2.95%	3.10%	3.16%	3.09%
6 RESIDENTIAL COLLECTION RATE REVENUE	\$ 13,562,375	\$ 13,611,721	\$ 13,638,430	\$ 14,874,028	\$ 17,059,550	\$ 17,588,427	\$ 18,139,391	\$ 18,734,850	\$ 19,361,713	\$ 19,995,063	\$ 20,579,652
7 OTHER OPERATING REVENUES											
8 BULK TRASH PICKUP	\$ 1,170	\$ 2,340	\$ 2,340	\$ 2,340	\$ 2,340	\$ 2,340	\$ 2,340	\$ 2,340	\$ 2,340	\$ 2,340	\$ 2,340
9 CART PLACEMENT FEES	-	-	-	-	-	-	-	-	-	-	-
10 LOT CLEANING CHARGES	113,228	113,228	113,228	113,228	113,228	113,228	113,228	113,228	113,228	113,228	113,228
11 PALM FROND FEES	32,248	32,248	32,248	32,248	32,248	32,248	32,248	32,248	32,248	32,248	32,248
12 PARKING LOT CLEANING FEES	138,802	138,802	138,802	138,802	138,802	138,802	138,802	138,802	138,802	138,802	138,802
13 PRIVATE COLLECTOR FEES	2,973,572	-	-	-	-	-	-	-	-	-	-
14 RECYCLING INCOME	465,903	301,214	316,275	332,088	348,693	366,128	384,434	403,656	423,838	445,030	467,282
15 TRASH REMOVAL FEES	52,470	52,470	52,470	52,470	52,470	52,470	52,470	52,470	52,470	52,470	52,470
16 WINGATE REMEDIATION FEES	790,042	790,042	790,042	790,042	790,042	790,042	790,042	790,042	790,042	790,042	790,042
17 OTHER INCOME (PENALTY CHARGES)	43,962	43,962	43,962	43,962	43,962	43,962	43,962	43,962	43,962	43,962	43,962
18 TOTAL OTHER OPERATING REVENUE	\$ 4,611,397	\$ 1,474,306	\$ 1,489,367	\$ 1,505,180	\$ 1,521,785	\$ 1,539,220	\$ 1,557,526	\$ 1,576,748	\$ 1,596,930	\$ 1,618,122	\$ 1,640,374
19 NON-OPERATING REVENUE											
20 INTEREST	\$ 9,626	\$ 25,325	\$ 44,934	\$ 40,870	\$ 50,719	\$ 69,464	\$ 89,227	\$ 91,754	\$ 94,364	\$ 97,030	\$ 98,868
21 WRITE OFF RECOVERIES	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401
22 TOTAL NON-OPERATING REVENUE	\$ 27,027	\$ 42,726	\$ 62,335	\$ 58,271	\$ 68,120	\$ 86,865	\$ 106,628	\$ 109,155	\$ 111,765	\$ 114,431	\$ 116,269
23 TRANSFERS IN											
24 TRANSFER IN FROM GENRAL FUND (1)	\$ -	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000
25 TOTAL TRANSFERS IN	\$ -	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000
26 REVENUE	\$ 18,200,799	\$ 17,183,753	\$ 17,245,131	\$ 18,492,479	\$ 20,704,455	\$ 21,269,511	\$ 21,858,545	\$ 22,475,753	\$ 23,125,409	\$ 23,782,617	\$ 24,391,295

(1) Represents a transfer from the general fund of private collector fees net of the ROI expense



SANITATION ENTERPRISE FUND

APPENDIX A

Schedule 10 – Pro Forma

Forecast of Net Revenues and Debt Service Coverage

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1 TOTAL RATE REVENUE											
2 RESIDENTIAL COLLECTION RATE REVENUE	\$ 13,562,375	\$ 13,562,375	\$ 13,611,721	\$ 13,638,430	\$ 14,874,028	\$ 17,059,550	\$ 17,588,427	\$ 18,139,391	\$ 18,734,850	\$ 19,361,713	\$ 19,995,063
3 ADDITIONAL RATE REVENUE FROM PARTIAL PY RATE INCREASE	-	-	-	-	-	-	-	-	-	-	-
4 ADDITIONAL REVENUE FROM GROWTH	-	26,664	26,709	26,709	26,810	30,263	31,146	32,065	33,059	34,105	35,158
5 WEATHER NORMALIZATION AND OTHER ADJUSTMENTS	-	22,682	-	-	-	-	-	-	-	-	-
6 SUBTOTAL: BASE REVENUE WITH GROWTH	\$ 13,562,375	\$ 13,611,721	\$ 13,638,430	\$ 13,665,138	\$ 14,900,838	\$ 17,089,812	\$ 17,619,573	\$ 18,171,456	\$ 18,767,909	\$ 19,395,818	\$ 20,030,221
7 WEIGHTED AVERAGE RATE INCREASE	0.0%	0.0%	0.0%	8.8%	14.5%	2.9%	3.0%	3.1%	3.2%	3.1%	2.7%
8 ADDITIONAL RATE REVENUE FROM RATE INCREASE	-	-	-	1,208,889	2,158,712	498,615	519,818	563,394	593,805	599,245	549,431
9 PRICE ELASTICITY ADJUSTMENT	-	-	-	-	-	-	-	-	-	-	-
10 TOTAL RATE REVENUE	\$ 13,562,375	\$ 13,611,721	\$ 13,638,430	\$ 14,874,028	\$ 17,059,550	\$ 17,588,427	\$ 18,139,391	\$ 18,734,850	\$ 19,361,713	\$ 19,995,063	\$ 20,579,652
11 PLUS: OTHER OPERATING REVENUE	4,611,397	1,474,305	1,489,366	1,505,180	1,521,784	1,539,219	1,557,525	1,576,747	1,596,930	1,618,122	1,640,373
12 EQUALS: TOTAL OPERATING REVENUE	\$ 18,173,772	\$ 15,086,026	\$ 15,127,796	\$ 16,379,208	\$ 18,581,334	\$ 19,127,646	\$ 19,696,916	\$ 20,311,597	\$ 20,958,643	\$ 21,613,185	\$ 22,220,026
13 LESS: OPERATING EXPENSES											
14 PERSONAL SERVICES	\$ (4,924,898)	\$ (6,342,185)	\$ (6,573,465)	\$ (6,815,747)	\$ (7,069,687)	\$ (7,335,986)	\$ (7,615,392)	\$ (7,908,705)	\$ (8,216,782)	\$ (8,540,538)	\$ (8,880,953)
15 VARIABLE O&M	(14,292,612)	(11,746,525)	(12,503,741)	(12,782,132)	(13,067,970)	(13,361,872)	(13,664,049)	(13,974,378)	(14,293,441)	(14,621,483)	(14,958,759)
16 EQUALS: NET OPERATING INCOME	\$ (1,043,738)	\$ (3,002,683)	\$ (3,949,410)	\$ (3,218,672)	\$ (1,556,323)	\$ (1,570,212)	\$ (1,582,524)	\$ (1,571,486)	\$ (1,551,580)	\$ (1,548,836)	\$ (1,619,687)
17 PLUS: NON-OPERATING INCOME/(EXPENSE)											
18 CONTRIBUTION TO CIP FUND	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401	\$ 17,401
19 INTEREST	\$ 9,626	\$ 25,325	\$ 44,934	\$ 40,870	\$ 50,719	\$ 69,464	\$ 89,227	\$ 91,754	\$ 94,364	\$ 97,030	\$ 98,868
20 CONTRIBUTION TO CIP FUND	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21 WHEELABRATOR SIGNING BONUS & RESOURCE RECOVERY (1)	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22 RESOURCE RECOVERY BOARD REFUND (2)	\$ -	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23 WRITE OFF RECOVERIES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24 PRIVATE COLLECTOR FEES NET OF ROI EXPENSE	\$ -	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000	\$ 2,055,000
25 EQUALS: NET INCOME	\$ (1,015,217)	\$ 5,495,043	\$ (1,832,075)	\$ (1,105,401)	\$ 566,797	\$ 571,653	\$ 579,104	\$ 592,669	\$ 615,185	\$ 620,595	\$ 551,583
26 LESS: REVENUES EXCLUDED FROM COVERAGE TEST											
27 CAPITAL FUND CONTRIBUTIONS	\$ (1,493)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
28 TRANSFERS IN	\$ -	\$ (8,455,000)	\$ (2,055,000)	\$ (2,055,000)	\$ (2,055,000)	\$ (2,055,000)	\$ (2,055,000)	\$ (2,055,000)	\$ (2,055,000)	\$ (2,055,000)	\$ (2,055,000)
29 EQUALS: NET INCOME AVAILABLE FOR DEBT SERVICE	\$ (1,016,710)	\$ (2,959,957)	\$ (3,887,075)	\$ (3,160,401)	\$ (1,488,203)	\$ (1,483,347)	\$ (1,475,896)	\$ (1,462,331)	\$ (1,439,815)	\$ (1,434,405)	\$ (1,503,417)
30 Cash Flow Test											
31 NET INCOME AVAILABLE FOR DEBT SERVICE	\$ (1,016,710)	\$ (2,959,957)	\$ (3,887,075)	\$ (3,160,401)	\$ (1,488,203)	\$ (1,483,347)	\$ (1,475,896)	\$ (1,462,331)	\$ (1,439,815)	\$ (1,434,405)	\$ (1,503,417)
32 LESS: NON-OPERATING EXPENDITURES											
33 NET INTERFUND TRANSFERS (IN - OUT)	(469,389)	8,035,905	1,635,922	1,635,940	1,635,920	1,635,966	1,633,970	1,627,715	1,606,876	1,606,844	1,606,713
34 NET DEBT SERVICE PAYMENT (DEBT SERVICE - IMPACT FEE PAYME	-	-	-	-	-	-	-	-	-	-	-
35 OTHER BELOW THE LINE EXPENSES	(221,779)	-	-	-	-	-	-	-	-	-	-
36 CAPITAL PROJECTS FUNDING SOURCES	(22,696)	(22,696)	(22,696)	(22,696)	(22,696)	(22,696)	(22,696)	(22,696)	(22,696)	(22,696)	(22,696)
37 NET CASH FLOW	\$ (1,730,574)	\$ 5,053,252	\$ (2,273,849)	\$ (1,547,157)	\$ 125,022	\$ 129,923	\$ 135,377	\$ 142,688	\$ 144,364	\$ 149,743	\$ 80,599
FINAL CAPITAL PROJECTS FUNDING SOURCES											
38 BALANCE AT BEGINNING OF FISCAL YEAR	\$ 4,715,751	\$ 2,985,177	\$ 7,144,696	\$ 4,837,674	\$ 3,336,279	\$ 3,426,297	\$ 3,520,060	\$ 3,618,099	\$ 3,722,247	\$ 3,826,846	\$ 3,935,573
39 CASH FLOW SURPLUS/(DEFICIT)	(287,591)	4,159,519	-	-	90,018	93,764	98,039	104,148	104,599	108,727	38,308
40 CAPITAL PROJECTS FUND BALANCE USED FOR CASH FLOW DEFICIT	1,493	(1,442,984)	(2,307,022)	(1,501,395)	-	-	-	-	-	-	-
41 TOTAL PROJECTS PAID	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
42 PROJECTS DESIGNATED TO BE PAID WITH CASH	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
43 TOTAL CIP PROJECTS PAID WITH RESERVE FUNDS (NON SPECIFIED FUND)	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
44 VARIANCE BALANCE AT END OF FISCAL YEAR	\$ -	\$ 2,985,177	\$ 7,144,696	\$ 4,837,674	\$ 3,336,279	\$ 3,426,297	\$ 3,520,060	\$ 3,618,099	\$ 3,722,247	\$ 3,826,846	\$ 3,935,573
45 MINIMUM WORKING CAPITAL RESERVE TARGET	3,272,767	3,084,631	3,249,436	3,336,279	3,426,297	3,520,060	3,618,099	3,722,247	3,826,846	3,935,573	3,973,881
46 EXCESS/(DEFICIENCY) OF WORKING CAPITAL TO TARGET	\$ (287,591)	\$ 4,066,065	\$ 1,500,236	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

(1) One time revenue associated with the signing of the new Wheelabrator collection disposal contract

(2) One time revenue associated with the Resource Recovery Board refund

SANITATION ENTERPRISE FUND
APPENDIX A

Schedule 12 – Funding Detail

Funding Summary by Fund

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
1 CAPITAL PROJECTS FUND											
2 BALANCE AT BEGINNING OF FISCAL YEAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3 ADDITIONAL ANNUAL REVENUES	1,493	-	-	-	-	-	-	-	-	-	-
4 LESS: PAYMENT OF DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-
5 SUBTOTAL	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6 LESS: RESTRICTED FUNDS	-	-	-	-	-	-	-	-	-	-	-
7 TOTAL AMOUNT AVAILABLE FOR PROJECTS	\$ 1,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8 AMOUNT PAID FOR PROJECTS	(1,493)	-	-	-	-	-	-	-	-	-	-
9 SUBTOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10 ADD BACK: RESTRICTED FUNDS	-	-	-	-	-	-	-	-	-	-	-
11 PLUS: INTEREST EARNINGS	-	-	-	-	-	-	-	-	-	-	-
12 LESS: INTEREST ALLOCATED TO CASH FLOW	-	-	-	-	-	-	-	-	-	-	-
13 BALANCE AT END OF FISCAL YEAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14 REVENUE FUND											
15 BALANCE AT BEGINNING OF FISCAL YEAR	\$ 4,715,751	\$ 2,985,177	\$ 7,144,696	\$ 4,837,674	\$ 3,336,279	\$ 3,426,297	\$ 3,520,060	\$ 3,618,099	\$ 3,722,247	\$ 3,826,846	\$ 3,935,573
16 ADDITIONAL ANNUAL REVENUES	(1,730,574)	4,159,519	(2,307,022)	(1,501,395)	90,018	93,764	98,039	104,148	104,599	108,727	38,308
17 LESS: CASH-FUNDED CAPITAL PROJECTS	-	-	-	-	-	-	-	-	-	-	-
18 LESS: PAYMENT OF DEBT SERVICE	-	-	-	-	-	-	-	-	-	-	-
19 SUBTOTAL	\$ 2,985,177	\$ 7,144,696	\$ 4,837,674	\$ 3,336,279	\$ 3,426,297	\$ 3,520,060	\$ 3,618,099	\$ 3,722,247	\$ 3,826,846	\$ 3,935,573	\$ 3,973,881
20 LESS: RESTRICTED FUNDS	(2,985,177)	(3,084,631)	(3,249,436)	(3,336,279)	(3,426,297)	(3,520,060)	(3,618,099)	(3,722,247)	(3,826,846)	(3,935,573)	(3,973,881)
21 TOTAL AMOUNT AVAILABLE FOR PROJECTS	\$ -	\$ 4,060,065	\$ 1,588,238	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ -	\$ -
22 AMOUNT PAID FOR PROJECTS	-	-	-	-	-	-	-	-	-	-	-
23 SUBTOTAL	\$ -	\$ 4,060,065	\$ 1,588,238	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ -	\$ -	\$ -
24 ADD BACK: RESTRICTED FUNDS	2,985,177	3,084,631	3,249,436	3,336,279	3,426,297	3,520,060	3,618,099	3,722,247	3,826,846	3,935,573	3,973,881
25 PLUS: INTEREST EARNINGS	9,626	25,325	44,934	40,870	50,719	69,464	89,227	91,754	94,364	97,030	98,868
26 LESS: INTEREST ALLOCATED TO CASH FLOW	(9,626)	(25,325)	(44,934)	(40,870)	(50,719)	(69,464)	(89,227)	(91,754)	(94,364)	(97,030)	(98,868)
27 BALANCE AT END OF FISCAL YEAR	\$ 2,985,177	\$ 7,144,696	\$ 4,837,674	\$ 3,336,279	\$ 3,426,297	\$ 3,520,060	\$ 3,618,099	\$ 3,722,247	\$ 3,826,846	\$ 3,935,573	\$ 3,973,881